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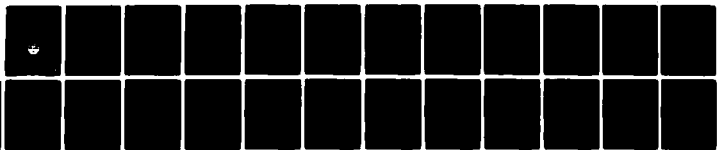
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THE CIVILIAN WORK FORCE IN MILITARY ORGANIZATIONS: AN ANNOTATED--ETC(U)
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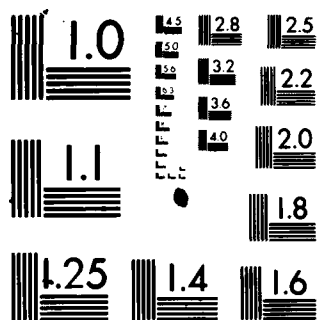
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THE CIVILIAN WORK FORCE IN MILITARY
ORGANIZATIONS: AN ANNOTATED BIBLIOGRAPHY



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Released by
James F. Kelly, Jr.
Commanding Officer

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) There are approximately 300,000 federal civil service employees in the Navy work force and 1,000,000 in the Department of Defense. The productivity and effectiveness of these employees have a tremendous impact on military operational readiness. Despite their numbers and importance, surprisingly little written information exists concerning this population. This report provides an annotated bibliography for those interested in the civilian work force in military organizations. ←		

FOREWORD

This project was conducted as one of the first steps in developing a systematic research program on the Navy's civil service work force. The overall goal of this research program is to develop, test, and evaluate ways to enhance the productivity and effectiveness of this work force through improved management and personnel practices. This program is being developed in response to the interest of the Chief of Naval Operations (OP-14). It is funded by project Z1383-PN (Civilian Personnel Issues).

The literature review underlying this report was conducted to ascertain what knowledge is already available on the topic of civilians in the military. Once a list of references was compiled, it was decided to publish it in bibliographic form to provide a useful starting point for researchers and policy makers interested in this topic.

The literature reviewed was gleaned from a wide variety of highly disparate sources. Although the reference list is extensive, it would be unrealistic to assume it is complete. Plans are to continue adding references to the list as new material is discovered. Therefore, it is requested that readers of this report who are aware of other relevant material contact the authors of this report (Commercial (714) 225-6935 or Autovon 933-6935).

JAMES F. KELLY, JR.
Commanding Officer

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Technical Director

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INTRODUCTION

Problem

At present, there are almost 300,000 civil service employees in the Navy work force and about 1,000,000 in the Department of Defense. These employees provide supplies, maintain facilities, and develop, procure, and maintain weapons. Therefore, their productivity and effectiveness have an enormous impact on operational readiness. Despite their numbers and importance, however, surprisingly little written information exists concerning this population. The information that does exist has been generated from highly disparate sources and is not easily located.

Purpose

The purpose of this effort was to provide researchers, policy makers, and other groups with an interest in the DoD's civilian work force with a readily accessible list of references on this population. In addition, the information is being used by the Navy Personnel Research and Development Center as an initial step in developing a long-range Navy civilian personnel research program.

Approach

References for the bibliography were gathered by:

1. Making use of the authors' prior knowledge regarding certain materials, based on their previous professional efforts in the field.
2. Making inquiries of (a) appropriate headquarters' organizations in the three services and in the Office of the Secretary of Defense, (b) researchers, managers, and policy makers known to have some familiarity with or interest in this field, and (c) contractors who have done relevant studies.
3. Conducting literature searches of libraries and computerized data bases.

The Lockheed DIALOG literature retrieval system was used to search the data bases of the Smithsonian Science Information Exchange's (SSI) Current Research, the American Psychological Association's PsycINFO, and the file of the National Technical Information Service (NTIS). In addition, a search was made of the Manpower and Training Research Information System (MATRIS), which is located at the Navy Personnel Research and Development Center and which collects information relevant to all people-related research and development performed within the DoD research community or under contract by DoD. No direct attempt was made to locate material from countries other than the United States.

Results

The bibliography developed on civilians in the military appears in the appendix. The references with annotations are presented in alphabetical order by author and title, followed by a cross-reference index.

APPENDIX

**ANNOTATED BIBLIOGRAPHY ON THE CIVILIAN
WORK FORCE IN MILITARY ORGANIZATIONS**

ALPHABETICAL LISTING	A-1
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ALPHABETICAL LISTING

1. Albanese, R. A., Korn, S., Niehaus, R. J., & Padalino, K. A. A promotion policy model for laboratory workforce planning (OCP Res. Rep. No. 30). Washington, DC: Office of Civilian Personnel, Department of the Navy, August 1977.

Describes a promotion policy model that can be used to deal with the problems caused by personnel ceiling restrictions, high grade controls, promotion restrictions, and other related controls. Application of the model at two Navy laboratories is described.

2. Andronicos, N. Sea chief calls lifting of pay cap "imperative." Federal Times, June 8, 1981, 5-22.

Article reports on warnings to Congress by the Senior Executive Association (SEA) concerning the importance of raising the federal pay cap and outlines problems like those in DoD that are caused by the turnover of executives who run the military establishment.

3. Atwater, L. Y. Quality circles in the Navy: Productivity improvement or just another program? (NPRDC Spec. Rep. 81-21). San Diego: Navy Personnel Research and Development Center, July 1981. (AD-A101 873)

Provides information on quality circles along with the results of a questionnaire assessing Navy organizations' interest and involvement in productivity improvement programs in general, and quality circles in particular. In addition, a plan for implementing quality circles in Navy organizations is presented.

4. Babcock, E., & Meriwether, J. Reactions to a demonstration project—The Navy's experiment with pay and classification. Management, Summer 1981, 14-17.

Supplies details on a Navy demonstration project designed to show if a more flexible personnel system can help managers increase their organizations' effectiveness. Features of the project and employee reactions are reviewed.

5. Baker, J. J. A study of comparative research on organizational and behavioral factors affecting the integrated military-civil service work force. Maxwell Air Force Base, AL: Air Command and Staff College, Air University, May 1977. (AD-B040 881)

Study focuses on the organizational and behavioral byproducts of DoD's dichotomous structure, composed of military and civilian elements.

6. Beltramo, M. N. Considering the cost of DoD personnel: A look at some issues requiring further analysis. Santa Monica, CA: Rand Corporation, January 1974. (AD-786 581)

Paper considers the rising cost of DoD personnel and discusses cost issues related to the substitution of civilians for military personnel. Provides recommendations on how to proceed with civilianization.

7. Binkin, M. Support costs in the defense budget: The submerged one-third. Washington, DC: The Brookings Institution, 1972.

This paper examines the defense support establishment and clarifies the important support issues involved. Spending issues are identified and a framework for assessing them is developed. The author forwards his proposals for improving the defense support program.

8. Binkin, M., Kanter, H., & Clark, R. H. Shaping the defense civilian work force: Economics, politics, and national security. Washington, DC: Brookings Institution, 1978.

Examines the appropriate mix of military, federal civilian, and private sector workers employed by the defense establishment, and explains why changes in this personnel mix are necessary. The study recommends how changes may be brought about to make more effective use of manpower resources and exposes those areas of analysis where further investigation and research are urgently needed.

9. Blanco, T. A. Analysis of fleet and shore demands on the Naval Supply Center, San Diego (NPRDC Tech. Rep. 76TQ-39). San Diego: Navy Personnel Research and Development Center, July 1976. (AD-A035 589)

Concerns the analysis of workload demands in a major shore activity in San Diego. The study was performed with the objective of developing an input-output model of the fleet-support demand network that could be used in manpower planning.

10. Blanco, T. A., Kissler, J. M., & Whisman, A. W. A regional input-output model for forecasting shore-based Navy workload (NPRDC Tech. Rep. 78-32). San Diego: Navy Personnel Research and Development Center, August 1978. (AD-A059 316)

This report contains a complete description and the possible application of a model created to forecast the changes in workload on Navy shore-based support activities caused by changes in fleet size and configuration.

11. Blanco, T. A., & Mumm, R. H. Impact of alternative Navy-wide decrewing scenarios on fleet/SIMA skill shortages: Preliminary results (NPRDC Spec. Rep. 80-27). San Diego: Navy Personnel Research and Development Center, July 1980.

Aims at providing the Navy with a quantification of the improvement in operational fleet manning from a given form of Navy-wide decrewing. One such approach involves the use of civilians in shipyards in order to free ships' crews from work they are presently performing, allowing them to be sent back into the fleet or into Shore Intermediate Maintenance Activities (SIMAs) where their manpower is needed.

12. Booz, Allen, & Hamilton Inc. Navy manpower, personnel, training management system study: Phase II report: Volume I. Washington, DC: Author, October 1977.

Develops the methodology to comprehensively depict, from a top-level management perspective, the Navy's manpower personnel and training program. The functions, methodology, and the results obtained from the study are described.

13. Booz, Allen, & Hamilton Inc. Navy manpower, personnel, and training management system study: Organizational evaluation. Final report. Washington, DC: Author, April 1978.

Final report on the aforementioned study.

14. Booz, Allen, & Hamilton Inc. Review of Navy R&D management: 1946-1973. Washington, DC: Author, June 1973.

Abstracts the significant events in the evolution of Navy research and development (R&D) management since World War II, employing variables that include organizational structure and authority, policies, level of resources and trends, achievements and failures, and the impact of these factors on R&D field activities and industry.

15. Booz, Allen, & Hamilton Inc. Review of Navy R&D management: 1946-1973: Summary. Washington, DC: Author, June 1973.

Summarizes above study.

16. Bres, E. S., & Niehaus, P. J. An integrated workload and manpower planning system for the Naval Air Rework Facility, North Island (Res. Rep. 21). Washington, DC: Office of Civilian Manpower Management, Department of the Navy, November 1974.

Describes the test of a manpower management model in a Navy industrial facility and its output in terms of management decisions made. The manpower action plans generated with this model were judged.

17. Bres, E. S., Niehaus, R. J., & Sholtz, D. Shore activity manpower planning models: Development and application (NPRDC Tech. Rep. 79-10). San Diego: Navy Personnel Research and Development Center, March 1979. (AD-A066 306)

Involves the development and testing of aggregate manpower and personnel models at large Navy shore activities for determining recruiting requirements based upon manpower goals and for promotion planning. Findings and conclusions are discussed.

18. Bretton, G. E., Dockstader, S. L., Nebeker, D. M., & Shumate, E. C. A performance-contingent reward system that uses economic incentives: Preliminary cost-effectiveness analysis (NPRDC Tech. Rep. 78-13). San Diego: Navy Personnel Research and Development Center, February 1978. (AD-A059 830)

The cost-effectiveness, cost-savings projections and related issues of a performance-contingent reward system that uses economic incentives were evaluated. Recommendations for implementation at other Navy activities are noted.

19. Broedling, L. A., Crawford, K. S., Kissler, G. D., Mohr, D. A., Newman, A. R., White, M. A., Williams, H., Young, L. E., & Koslowski, T. J. An examination of productivity impediments in the Navy industrial community (NPRDC Spec. Rep. 81-2). San Diego: Navy Personnel Research and Development Center, October 1980.

Identifies impediments to productivity in the Navy industrial community, determines the source of these impediments, and provides recommendations to improve the situation.

20. Broedling, L. A., Githens, W. H., & Riedel, J. Development of the management techniques inventory (NPRDC Tech. Note 77-12). San Diego: Navy Personnel Research and Development Center, April 1977.

Purpose of study was to design and employ an inventory to collect information from a sample of Navy civilian and military managers describing their perceptions of various leadership techniques. The findings, conclusions, and recommendations generated from this research are discussed.

21. Broedling, L. A., Lau, A. W., & Newman, A. The relationship between senior Navy civilian and military executives. Naval War College Review, 1981, 34(6), 78-89.

A major purpose of this paper is to present research findings on the relationship between career civilian and military executives in the Navy. These findings are discussed and conclusions are formulated.

22. Broedling, L. A., & Penn, R. (Eds.). Military productivity and work motivation: Conference proceedings (NPRDC Spec. Rep. 78-15). San Diego: Navy Personnel Research and Development Center, August 1978. (AD-A057 760)

Document consists of presentations given at a conference on "Productivity and Work Motivation in the Navy and Other Military Services."

23. Bruins, B. D. Should naval officers be strategists? U.S. Naval Institute Proceedings, 1982, 108/1/947, 52-56.

Addresses the Navy's use of civilians as their primary defense strategists and explains how they achieved this status at the expense of naval officers who might vie for these positions.

24. Burroughs, J. A., & Niehaus, R. J. An application of a model and control system to equal employment opportunity planning (Res. Rep. 26). Washington, DC: Office of Civilian Manpower Management, Department of the Navy, July 1976.

Reviews the Navy's evaluation of its initial prototype equal employment opportunity (EEO) models and control systems noting that EEO goals policy must consider budget, labor market availability, and personnel progression rates as well as other factors.

25. Caldwell, D. M. An examination of the DoD civilian personnel performance evaluation system: Where is the opportunity for improvement? (Res. Rep. No. 298). Maxwell Air Force Base, AL: Air War College, April 1978. (AD-B029 076)

Author traces the history of performance evaluation in the federal service and suggests reasons why these systems often fail. Six essentials are proposed for an effective performance evaluation system.

26. Carpenter, J. B., & Chistal, R. E. Predicting civilian position grades from occupational and background data (AFHRL-TR-72-24). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, March 1972.

Data gathered from a job analysis inventory was analyzed using multiple regression and was found to be highly predictive of the general schedule (GS) grade authorized for the positions involved. Conclusions about the stability and objectivity of the civil service classification system are forwarded.

27. Charnes, A., Cooper, W. W., & Niehaus, R. J. A prototype test of a multilevel model for military-civilian manpower management (Res. Rep. 19). Washington, DC: Office of Civilian Manpower Management, Department of the Navy, May 1974.

The feasibility of linking two submodels, one for military and civilian manpower and one for program planning, together to form a multilevel model is studied.

28. Colvard, J. E. Superintendent's guest lecture. Paper presented at the Naval Postgraduate School, October 7, 1980.

Transcript of a presentation emphasizing the need for a strong military/civilian team in the Navy of the future. Speaker discusses why the organization is composed of two experiential tracks: one for the military and one for the civilian.

29. Cooper, W. W., Niehaus, R. J., & Nitterhouse, D. (Eds.). Workforce goals planning for the naval laboratory system (Res. Rep. 31). Washington, DC: Office of Civilian Personnel, Navy Department, August 1977.

Explores efforts dealing with the workload projection problem and workload-related workforce goals planning. Potential applications for concurrent use of the Shore Activity Manpower Planning System (SAMPS) with the aforementioned effort are discussed and research recommendations are made.

30. Cooper, W. W., Sinaiko, H. W., & Glassman, N. D. Management of Navy research and development manpower: Report of a conference held at Arlington, Virginia Dec. 8, 1978 (Tech. Memo No. 1). Washington, DC: Navy Manpower R&D Program of the Office of Naval Research, January 1979.

Report of conference that raised questions regarding Navy civilian manpower issues for application in R&D settings. Abstracts of briefings, observations of participants, and suggestions for action are included.

31. Coursen, M. A., & Powell, K. R. Wage grade civilians in DoD: Manpower profiles and compensation (Tech. Rep. 396). Arlington, VA: Presearch Incorporated, January 1979.

Report describes the composition of the DoD civilian blue-collar work force, with emphasis on manpower costs and the pay determination system.

32. Cowan, D. K. Comparative occupational survey of USAF civilian and military members in three civil engineering specialties (AFHRL-TR-77-78). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, December 1977.

Comparisons were made between Air Force civilian and military members in similar jobs. Similarities and differences were reported and discussed between the two groups. Factors not considered in the comparison were recommended for future research.

33. Creighton, W., Elster, R., Githens, W., & Musgrave, G. Design of an operational personnel development and evaluation system. Monterey, CA: Naval Postgraduate School, July 1973.

Reports on demonstration project carried out at two Navy organizations. The project's objectives were to improve the personnel evaluation and development functions of the organizations. Details on the measures taken to accomplish this are outlined.

34. Curry, C. Attitudes affecting turnover of Navy civilian employees (Tech. Rep. No. 2). Pittsburg, PA: Carnegie-Mellon University, Graduate School of Industrial Administration, March 1974. (AD-780 794)

An attitude survey of Navy civilians is examined for links with employee turnover through the use of factor analysis and regression analysis. The relationship between turnover and the other variables is explored.

35. Defense/81 Special Almanac Issue. Defense/81. September 1981.

Compiles information on DoD dealing with organization, budget, civilian and military personnel, training force, locations, and weapons systems.

36. Del Vecchio, J. J., Etgen, J. R., & Fitzmaurice, F. P. Productivity (defense management issue analysis). Washington, DC: National Defense University.

Paper investigates productivity of the economy as a whole, of the public sector, and of the federal upper level managers. Study focuses on the latter group and analyzes selected issues affecting their productivity.

37. Dockstader, S. L., Nebeker, D. M., Nocella, J., & Shumate, E. C. Incentive management training: Use of behavioral principles for productivity enhancement (NPRDC Tech. Rep. 80-29). San Diego: Navy Personnel Research and Development Center, July 1980. (AD-A087 489)

Report outlines the development of an incentive management program using monetary rewards for Navy civilian employees, and describes the development of subsequent programs using the original program as a model.

38. Doty, M. G., & Straube, L. D. Wage board civilians in the DoD: Age distributions and aging trends, 1973-1979 (Draft Rep.). Arlington, VA: Presearch Incorporated, July 1980.

Report describes the composition of the DoD civilian blue-collar work force, focusing on age distribution and aging trends and policies potentially impacting on aging dynamics.

39. Ekas, C. P. The relationship between military and civilians within the Navy--A military perspective. Paper presented at the 20th National Inter-university Seminar (IUS) Conference on Armed Forces and Society, Chicago, October 1980.

Focuses primarily on the military-civilian team within the Naval Material Command (NAVMAT) and supplies specifics on the NAVMAT organization. Outlines factors that influence the military-civilian relationship.

40. Fabray, S. E. A total force manpower alternative--civilian substitution at sea. Newport, RI: Center for Advanced Research, Naval War College, June 1979.

Examines and appraises the potential for and problems of placing civilians aboard U.S. Navy combat and fleet support ships. Recommendations for further study are made.

41. Fordyce, J. K. Officer-civilian relationships in semimilitary technical organizations. Journal of the American Society of Naval Engineers, 1953, 65, 9-22.

Article deals with the military-civilian technical organization, its nature, and its problems. Attempts to suggest principles that provide a frame of reference for understanding military-civilian technical organizations.

42. Garza, A. T., & Carpenter, J. B. Comparative job attributes of airmen and civil service personnel having similar job types (AFHRL-TR-74-45). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, May 1974.

Military and civil service personnel who have similar jobs are compared on several attributes. Distinct differences found between the two groups are discussed. Recommendations for further investigation are given.

43. General Accounting Office. Automated career management for civilians: Performance and potential (FPCD-81-3). Washington, DC: Author, November 1980. (NTIS No. PB 82-117961)

Examines the advantages of the Automated Career Management System, a computer-based civilian personnel inventory, appraisal, and referral system. Maintains that the DoD is not adequately using the system's capabilities, cites weaknesses in the appraisal and referral process, and makes suggestions for improving the system's effectiveness.

44. General Accounting Office. Defense use of military personnel in industrial facilities--Largely unnecessary and very expensive (FPCD-79-10). Washington, DC: Author, May 1979. (NTIS No. PB-295313)

Recommends that DoD take steps to accommodate increases in civilian personnel and decreases in military personnel within industrial facilities, since an earlier study found costs could be lowered if civilians were more fully used in this setting.

45. General Accounting Office. DoD "total force management"--fact or rhetoric? (FPCD-78-82). Washington, DC: Author, January 1979.

Report stresses that a well-defined policy is necessary for total force management to obtain the most cost-effective mix of military, civilian, and contractor personnel. Includes recommendations on the type of guidance DoD should supply.

46. General Accounting Office. Employment trends and grade controls in the DoD general schedule work force (FPCD-81-52). Washington, DC: Author, July 1981. (NTIS No. PB 81-237364)

Reviews the problem of DoD grade escalation and its possible causes. Reports on the effectiveness of mechanisms used by DoD to slow this growth, the problems that such controls produce, and the possible use of position management as an alternative.

47. General Accounting Office. Federal work force planning: Time for renewed emphasis (FPCD-81-4). Washington, DC: Author, December 1980. (NTIS No. PB-81-144883)

Emphasizes the need to have work force requirements and personnel management decisions based on appropriate work force planning systems and procedures. GAO recommends the establishment of a federal policy and standards for work-force planning.

48. General Accounting Office. Improved work measurement program would increase DoD work productivity (PLRD-81-20). Washington, DC: Author, June 1981.

Report is concerned with DoD's problems in work measurement. GAO cites the DoD's most serious problems, the implications if deficiencies are not corrected, and recommendations to strengthen work measurement programs.

49. General Accounting Office. Improvements needed in Defense's efforts to use work measurement (LCD-76-401). Washington, DC: Author, August 1976.

Reviews DoD's Defense Integrated Management Engineering System (DIMES) work measurement program and judges its effectiveness in contributing to DoD's productivity efforts. Weaknesses in the work measurement program were cited and recommendations for improving the system are forwarded.

50. General Accounting Office. Management and compensation of military and civilian federal work forces: Issues for planning (FPCD-81-26). Washington, DC: Author, January 1981.

Study maintains that the need for more efficient and effective management of people becomes more pressing as federal personnel costs escalate and that effective personnel management is the key to achieving any agency's mission. It reviews the fundamental philosophy of the Civil Service Reform Act, identifies current and emerging issues related to managing and compensating the federal work force, and presents the perspective used in organizing GAO audit efforts in this area.

51. General Accounting Office. Military and civilian managers of defense manpower: Improvements possible in their experience, training and rewards (Volume I) (FPCD-79-1). Washington, DC: Author, February 1979. (NTIS No. PB-290817)

Study points out that many military and civilian employees lack sufficient expertise and effectiveness in performing DoD manpower and personnel management functions. Assignment practices and career programs have hindered the development of this type of expertise. Recommendations are made to remedy the situation.

52. General Accounting Office. Military and civilian managers of defense manpower: Improvements possible in their experience, training and rewards (Volume II) (FPCD-79-1A). Washington, DC: Author, February 1979. (PB-290818)

Second volume of above study.

53. General Accounting Office. Subject: DoD's management of civilian personnel ceilings (FPCD-81-66). Washington, DC: Author, August 1981. (AD-A103 470)

Responds to a Congressional inquiry into DoD's 1980 use of its authority to exceed its civilian personnel ceiling. Discusses whether the use of this authority was consistent with the intent of the DoD Authorization Act, which allows DoD this flexibility to handle events not covered in the budget process.

54. General Accounting Office. The federal employee suggestion system--possibilities for improvement (FPCD-78-73). Washington, DC: Author, November 1978. (NTIS No. PB-288026)

This report maintains that federal agencies are not realizing the full benefits that may be achieved through an effective employee suggestion system. Problems prevail because no single office with the authority to act has directed agencies to implement the system aggressively.

55. General Accounting Office. The Navy's advanced information system--A personnel management information system for the 1980-1990's (LCD-78-122). Washington, DC: Author, September 1978.

Report deals with the Navy's Advanced Information System, which allows for the centralized management of all Navy personnel resources and requires the concurrent consideration of all manpower and personnel elements to determine the optimum composition of the total force. The conclusion was that changes must be made if this system is to meet its objectives.

56. General Accounting Office. Wages for federal blue-collar employees are being determined according to the law, but improvements are needed (FPCD-80-12). Washington, DC: Author, October 1979.

Investigates complaints that federal employees' hourly rates are not being set according to the law and dismisses these complaints. However, GAO recommends administrative and legislative changes to improve the system.

57. Gewirtz, M., Korn, S., & Niehaus, R. J. Application of civilian manpower models to the Navy Facilities Engineering Command (Res. Rep. 16). Washington, DC: Office of Civilian Manpower Management, Department of the Navy, January 1974.

Determines the applicability of various manpower models developed by the Navy's Office of Civilian Manpower Management to meet the requirement of the Naval Facilities Engineering Command.

58. Gilliam, F., Mushal, F., Salpini, D., & Schmitz, E. Development of objectives and supporting strategies within the federal wage system, management systems division (Report 1167-01-80-CR). (Final Report). McLean, VA: General Research Corporation.

Study was conducted to identify and examine objectives and supporting strategies for management of the federal blue-collar work force. Objectives of the project were outlined and findings were reported.

59. Githens, W. H., & Elster, R. S. Comparison of Navy officer and civilian performance evaluation. In G. A. Berry (Chair), Psychology in the Department of Defense. Symposium presented at the Department of Behavioral Sciences and Leadership, United States Air Force Academy, Colorado Springs, April 1978.

Analyzes the respective administrative systems for promotion between Navy officers and civilian employees. Differences in these two systems are noted as well as their implications for performance evaluation.

60. Glasgow, Z., Simkins, M. L., & Guerrieri, J. A. Job performance appraisal system training program (AFHRL-TR-80-56). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, January 1981.

The purpose of the study was to determine how to train 200,000 Air Force civilian employees to use the Job Performance Appraisal System. Different training approaches were considered and judgments made about their advantages.

61. Goode, L. F., & Meier, D. H. Productivity measurement for thinkers. The Bureaucrat, 1981, 10(1), 36-42.

Describes the testing and use of an Army's productivity measurement system that provides an index based on a number of performance factors considered relevant to productivity. Recommendations for adapting this system for use by other organizations are forwarded.

62. Guerrieri, J. A. Air Force senior executive appraisal system (AFHRL-SR-81-11). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, Air Force Systems Command, June 1981.

Discusses how the Senior Executive Appraisal System (SEAS) was developed through a review of literature and existing executive appraisal systems and guidance from Air Force executives. The components of SEAS are outlined. Recommendations for the successful use of the system are forwarded.

63. Hayes, J. H., Walter, G. A., Matyskiela, S. K., & Kabe, E. R. A preliminary analysis of the increase in the average grade of general schedule federal employees (R-2329-MRAL). Santa Monica, CA: Rand Corporation, November 1978.

Report suggests several possible causes for the general increase in grades of civilian workers but does not definitively identify the specific cause(s). Areas for future research are suggested.

64. Hendrix, W. H., & Halverson, V. B. Organizational survey assessment package for Air Force organizations (AFHRL-TR-78-93). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, February 1979.

Outlines the development of the Organizational Assessment Package (OAP) to support the Air Force Leadership and Management Development Center. The Center provides services related to the management of both civilian and military Air Force personnel. The model on which the OAP was developed is presented, along with recommendations for its use.

65. Hendrix, W. H., & Halverson, V. B. Personnel and background differences in organizational effectiveness (AFHRL-TR-79-31). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, September 1980.

Reports on a series of analyses of variance used to establish significant differences between response options associated with background information items from the Air Force's Organizational Assessment Package (OAP). Main effects and interactions obtained are cited and differences between civilian and military personnel noted.

66. Hudak, P., King, R., & Rhodes, C. A model for estimating Navy manpower in base operating support programs (NPRDC Tech. Rep. 82-29). San Diego: Navy Personnel Research and Development Center, February 1982. (AD-A111 538)

Attempts to develop manpower estimating equations to forecast requirements within the base operating support sector of Navy manpower.

67. Johnson, G. W. The U.S. Air Force civilian employee performance evaluation system. Maxwell Air Force Base, AL: Air Command and Staff College, May 1974. (AD-920 920)

Analyzes and evaluates the Air Force Civilian Employee Performance Evaluation System for its motivation of the civilian employee. Strengths and weaknesses of the system are reviewed and recommendations are made.

68. Johnson, H. E. Why not civilians as DoD program managers? (Study Project Rep. PMC 77-1). Fort Belvoir, VA: Defense Systems Management College, May 1977. (AD-A043 210)

Attempts to determine why civilians are not used as DoD program managers. Formal documentation of civilian exclusion was sought and the roles and requirements for a program manager were investigated. Advantages of using civilians in this position are cited and recommendations are made.

69. Katz, D. The network overlay: Helping large bureaucracies do things better. The Bureaucrat, Fall 1980, 24-29.

Describes the innovative management approach of applying the network model to DoD to provide intelligence support and enhance the relevance of bureaucratic decision making. The evolution of this network overlay application and why it improves organizational performance are outlined.

70. Katzell, R. A., & Barrett, R. S. Selection of Army first-line civilian supervisors--Survey of current practices (Res. Memo. 66-5). Alexandria, VA: U.S. Army Personnel Research Office, July 1966. (AD-A079 269)

Provides a basis for research on first-line civilian supervisors, accounting for shifts in selection factors across installations and time frames. Methodology was discussed and recommendations were developed for improving the selection of first-line supervisors.

71. Kent, G. L. A job satisfaction comparison among civilian RDT&E scientists and engineers of the Army, Navy, and Air Force using the job descriptive index (JDI). Newark, NJ: Newark College of Engineering, 1973.

Assesses and compares the relative job satisfaction of civilian research, development, and test and evaluation (RDT&E) scientists and engineers working in DoD laboratories using the Job Descriptive Index (JDI). Findings are reviewed.

72. Kissler, J. M. Computerized input/output model (CIOM): User's manual (NPRDC Tech. Note 79-7). San Diego: Navy Personnel Research and Development Center, May 1979.

Documents a series of interactive computer routines that permit an assessment of the impact of changes in fleet structure on shore support activities' workload levels that, in turn, can be translated into manpower requirements.

73. Klein, L. R. Relationship between military and civilian personnel in DoD: A civilian perspective. Paper presented at the 20th National Inter-university Seminar (IUS) Conference on Armed Forces and Society, Chicago, October 1980.

Paper outlines the Navy's extremely limited use of civilian executives to manage major weapons programs.

74. Korbol, M. J. Praise, punishment, and promotion: A handbook on AF civilian employees for the AF military manager (1315-78). Maxwell Air Force Base, AL: Air Command and Staff College, May 1978. (AD-B030 625)

Sources of animosity between Air Force military members and civilian employees are identified. This study presents general information that the military manager should be cognizant of when managing civilian employees, on the assumption that knowledge of the civilian personnel system will aid in resolving this conflict.

75. Koslowski, T. J. Assessment of civilian personnel management and equal employment opportunity issues (NPRDC Spec. Rep. 82-3). San Diego: Navy Personnel Research and Development Center, October 1981.

Identifies current and long-term research needs associated with Navy civilian personnel management and equal employment opportunity (EEO) necessary for the development of a personnel management research program.

76. Landolt, J. F. The Air Force civilian and military personnel systems—A synopsis of their similarities and differences (1410-78). Maxwell Air Force Base, AL: Air Command and Staff College, Air University, May 1978.

This effort is directed at understanding the similarities of and differences between Air Force civilian and military personnel management communities. Employs the utilization and procurement functions of the Personnel Life Cycle to highlight these similarities and differences.

77. Lau, A. W., Broedling, L. A., Walters, S. K., Newman, A., & Harvey, P. M. The nature of the Navy civilian executive job: Behavior and development (NPRDC Tech. Rep. 79-27). San Diego: Navy Personnel Research and Development Center, July 1979. (AD-A072 373)

This study investigated the skills, activities, and training needs of a group of Navy civilian executives. Methodology and results are discussed.

78. Lau, A. W., Newman, A. R., & Broedling, L. A. The nature of managerial work in the public sector. Public Administration Review. 1980, 40, 513-520.

Study is concerned with determining the content of managerial work in the public sector since this is imperative for developing effective selection, development, and appraisal programs. This study builds on Mintzberg's work in the area. It was concluded that public sector managers ranked quite similarly to private sector managers (on Mintzberg's ten managerial roles); however, differences were discussed. Recommendations on how to enhance public sector executive selection, development, appraisal, and utilization are given.

79. Lau, A. W., Pavett, C. M., & Newman, A. R. Public and private sector managers: Are they really that different? (NPRDC Tech. Rep. 82-41). San Diego: Navy Personnel Research and Development Center, April 1982.

Study compared high-level public sector Navy civilian executives (GS 16-18) and private sector managers and executives in terms of job content, job characteristics, and perceptions of the skills required for effective job performance. Findings are reported and discussed.

80. Law, J. M. Quality circles zero in on productivity at the Norfolk Naval Shipyard. Management, Summer 1980, 2-5.

Looks at the growth of quality circles in American organizations, specifically at the program implemented at the Norfolk Naval Shipyard. An overview is provided and its success and projections for program expansion are included.

81. Letsky, M., Niehaus, R. J., & Shaddy, J. W. Integrated military-civilian workforce analysis and planning (Res. Rep. 28). Washington, DC: Office of Civilian Manpower Management, Department of the Navy, August 1976.

Examines a method of integrated military and civilian workforce analysis and planning processes necessary to coordinate the entire DoD workforce.

82. Long, G. L. The sandcrab syndrome--Fact or fiction? A study of the attitudes of United States naval officers toward civil service managerial and technical personnel. Monterey, CA: Naval Postgraduate School, September 1977. (AD-A047 222)

Objective of the research was to develop and utilize a method for determining and examining the attitudes of naval officers toward civil service managerial and technical personnel. The hypothesis that the general attitude of naval officers toward their civilian counterparts was negative failed to be supported by the findings.

83. Manley, T. R., & McNichols, C. W. Attitudes of federal scientists and engineers towards unions. Monthly Labor Review, April 1975, 57-60.

A questionnaire was used to determine attitudes of R&D scientists and engineers working at an Air Force installation towards unions. Results were analyzed and discussed.

84. Manley, T. R., McNichols, C. W., & Stahl, M. J. Alcoholism and alcohol-related problems among USAF civilian employees (AFIT TR-79-04). Wright-Patterson Air Force Base, OH: Air Force Institute of Technology, August 1979.

Summarizes a research effort aimed at estimating the nature and extent of alcohol-related problems among Air Force civilian employees. The questionnaire methodology employed was outlined and additional information gathered on job satisfaction, work involvement, and stress is reported.

85. Manley, T. R., McNichols, C. W., & Stahl, M. J. Differences between the work attitudes of military and civilian personnel in the U.S. Air Force. Paper presented at the 20th anniversary National Inter-university Seminar (IUS) Conference, Chicago, October 1980.

Paper focused on the subject of military-civil service mistrust by examining attitudinal differences between military and civil service employees in the Air Force toward their work.

86. Manley, T. R., McNichols, C. W., & Stahl, M. J. The extent of alcoholism among Air Force employees. Monthly Labor Review, May 1980, 46-49.

Article reports on the administration of a questionnaire to Air Force civilian employees that attempts to assess the degree of their alcohol-related problems. Results obtained were reviewed and recommendations for treatment programs were made.

87. Manley, T. R., & Pittenger, E. W. Research and development professionals: An examination of the personal value systems and operative goals of the scientists, engineers, and managers in one government R&D organization (AFIT TR 74-3). Wright-Patterson Air Force Base, OH: School of Engineering, Air Force Institute of Technology, September 1974.

Study attempts to develop a set of value concepts determined to be behaviorally relevant to R&D professionals, identify an appropriate set of goals for an R&D organization, and incorporate various types of information into a questionnaire. Results obtained from administering this questionnaire are reviewed.

88. Massey, R. H., & Mathews, J. J. Reading grade levels of Air Force civilian personnel (AFHRL-TR-80-11). Brooks Air Force Base, TX: Manpower and Personnel Division, Air Force Human Resource Laboratory, July 1980.

Examines reading levels of Air Force civilians according to occupations and grade. Findings are discussed along with the utility this knowledge will have in the future.

89. Mathtech Inc. Design of a functional classification structure for Navy and Marine Corps manpower. Arlington, VA: The Defense Studies Department, Author, March 1982.

Describes the development and design of a structure that categorizes and summarizes all Navy and Marine Corps manpower. This structure will provide a framework for constructing forecasting models.

90. McGonigal, D. R. Baseline data on DoD civilian workforce attrition: FY75 and FY76. Alexandria, VA: Human Resources Research Organization, October 1977.

Attempts to provide reliable baseline data on true civilian workforce attrition levels throughout the DoD, both overall and as a function of selected variables. Personnel policies and compensation practices that affect attrition are discussed. Other objectives are defined concerning attrition trouble spots, trend analysis, and manpower planning.

91. McGonigal, D. R. Comparison of DoD and private sector age-mean salary paylines for selected occupations. Alexandria, VA: Human Resources Research Organization, October 1978.

The study provides a perspective on the analysis of wage/salary comparability between DoD and the private sector.

92. McGonigal, D. R. Representation and relative compensation of DoD minority and female scientists and engineers. Alexandria, VA: Human Resources Research Organization, May 1981.

Identifies and measures any disparities in composition and compensation of minority and female scientists and engineers in DoD relative to their nonminority male colleagues.

93. McGonigal, D. R. Separation characteristics of selected DoD GS 11-18 employees: Statistics and implications. Alexandria, VA: Human Resources Research Organization, July 1978.

The turnover study concentrated on DoD civilian separation characteristics and policy implications in the turnover of GS-11 through GS-18 employees and interoccupational comparisons of separation rates.

94. Monte-White, K. Productivity measurement systems within the federal government: A state of the practice review (WPA-4). Washington, DC: Office of Personnel Management, June 1980.

The objective of this report is to identify the extent to which productivity measurement systems are being used in the federal government and the variety of systems in use. This history of productivity measurement in the federal government and data from a survey used to determine the current state-of-the-practice of federal sector measurement systems are presented.

95. Mroczko, T., & Northcutt, M. The San Antonio Air Logistics Center's productivity improvement program. Washington, DC: Workforce Effectiveness and Development Group, Office of Personnel Management.

Outlines the approaches used at Kelly Air Force Base aimed at improving productivity. These approaches include job enrichment, incentive awards, and group competition. The productivity gains that were obtained are reviewed.

96. National Center for Productivity and the Quality of Working Life. Military managers and civilian employees in councils at defense installations. In Recent initiatives in labor-management cooperation: Volume II. Washington, DC: Author, Spring 1978.

Objectives of establishing labor-management councils are outlined with productivity improvement seen as a major product of such a program. The National Center for Productivity and Quality of Working Life's involvement with this type of program is explained.

97. Naval Civilian Personnel Command. Personnel of the naval shore establishment. Washington, DC: Manpower Information Division, Author, March 1981.

Examines the personnel composition of the naval shore establishment by selected demographic variables (e.g., age, grade, location, union representation, minority status, and activity). (This report is issued annually.)

98. Navy Personnel Research and Development Center. Final Briefing. Effects of high grade limitation on Navy laboratories. San Diego: Author, August 1981.

Presentation contains the final results of a 7-month quantitative examination of the effects of the high-grade limitation on Navy laboratories. Data are presented and conclusions are drawn.

99. Office of Civilian Manpower Management. Department of the Navy: Civilian personnel management evaluation guide (NAVSO P-3507(12/70)). Washington, DC: Author, Department of the Navy, December 1970.

Navy guide designed for use in assessing civilian personnel management at the activity level and evaluating functional areas at various organizational levels.

100. Office of Personnel Management. Federal civilian workforce statistics: Monthly release: Employment trends as of September 1981 (AR 8111-13). Washington, DC: Workforce Analysis and Statistics Division, Author, November 1981.

Presents employment information on the federal civilian work force by branch, agency, location, payroll, turnover, and accession.

101. Office of Personnel Management. Federal civilian work force statistics: Work years and personnel costs: Executive branch United States Government: Fiscal year 1979 (AR-79-02). Washington, DC: Author.

Furnishes data from a survey that reflects a wide range of information needed for comparison studies, forecasting, trend analysis, estimating, and related purposes.

102. Office of Personnel Management. Western Forum conference report on productivity and quality of working life. Sacramento, CA: Author (cosponsored by Sacramento Air Logistics Center, McClellan Air Force Base). October 1981.

Provides transcripts of presentations given at Western Forum conference on federal productivity and the quality of working life.

103. Paulsen, R. E. Military managers in the joint military-civil service organization (Thesis). Monterey, CA: Naval Postgraduate School, 1965. (AD 475-382)

This paper investigates some of the management problems and personnel conflicts that exist in a joint military-civil service organization and reviews information from the literature and questionnaires on these issues. The information is summarized and conclusions are drawn for better understanding of these problems and for developing techniques to deal with them.

104. Powers, R. F. Civilians in the DoD: Their productivity and compensation. Washington, DC: Manpower Resources Division, Department of Defense, November 1975. (AD-A019 356)

Report deals with the productivity and compensation of civilians in DoD's support structure areas. Reviews the progress made within DoD to improve the efficiency of this support structure and ensure that wages for employees are comparable to the private sector.

105. Pritchard, R. D., Bigby, D. G., Beiting, M., Coverdale, S., & Morgan, C. Enhancing productivity through feedback and goal setting (AFHRL-TR-81-7). Brooks Air Force Base, TX: Air Force Human Resources Laboratory, July 1981.

Outlines a field test on the effects of feedback and goal-setting techniques on productivity in two groups of Air Force clerical jobs. The findings are discussed in terms of potential application to other settings.

106. Pyle, D. A. A study evaluating personnel policies that enhance or inhibit mid-career changes and motivation of mid-level Army civilians. Carlisle Barracks, PA: Army War College, June 1979.

Study identifies mid-life issues important to mid-level (GS-13-15) career development. Personnel policies that either inhibit or facilitate individuals in making occupational, geographical, or organization changes influencing their careers or organizational effectiveness are evaluated. Barriers to these types of changes are cited.

107. Ratliff, F. R., & Toedt, D. C. Research in support of a civilian appraisal system. In G. A. Berry (Chair), Psychology in the Department of Defense, Symposium presented at the Department of Behavioral Sciences and Leadership. United States Air Force Academy, Colorado Springs, April 1978.

Describes the research program instituted to develop an Air Force civilian appraisal system. Reports on the complexities that are involved in the effort as well as its goals.

108. Riedel, J. A., Young, L. E., & Sheposh, J. P. A cross-cultural comparison of managerial practices and their relationship to organizational outcome variables (NPRDC Tech. Rep. 80-22). San Diego: Navy Personnel Research and Development Center, April 1980. (AD-A083 984)

Addresses the relationships between Navy civilian employee perceptions of organizational effectiveness and managerial, organizational, and satisfaction variables. Results and implications are discussed.

109. Rosenthal, A. "Productivity comes from people, not machines": An interview with Major General Lynwood E. Clark, U.S.A.F. Management, 1980, 1(5), 6-10.

Presents, in interview form, General Clark's views on orthodox job enrichment and other productivity enhancement methods in use at Kelly Air Force Base, which has a labor force that is over 90 percent civilian.

110. Rysberg, J. A. Reward versus reinforcement: Possibilities of the merit pay system (AFOSR-TR-81-0581). Mansfield, OH: Department of Psychology, Ohio State University, January 1981. (AD-A102 468)

Poses the question as to whether monetary bonuses can both motivate and reward employees in a merit pay system and, if money is inadequate, what alternative reinforcers are available. The prediction of efficient motivators is discussed.

111. Shumate, E. C., Dockstader, S. L., & Nebeker, D. M. Performance contingent monetary rewards for individual productivity: Principles and applications (NPRDC Tech. Note 81-14). San Diego: Navy Personnel Research and Development Center, May 1981.

Provides information concerning a performance contingent reward system (PCRS), an incentive program aimed at increasing individual productivity. Report identifies critical elements required for such a program and describes the application of this incentive system. Findings are discussed, conclusions are reached, and recommendations are made.

112. Shumate, E. C., Dockstader, S. L., & Nebeker, D. M. Performance contingent reward system: A field study of effects on worker productivity (NPRDC Tech. Rep. 78-20). San Diego: Navy Personnel Research and Development Center, May 1978. (AD-A055 796)

Presents information on the development of an incentive program designed to improve Navy civilian keypunch operator productivity. Describes work measurement and standards development, and provides suggestions for program implementation.

113. Sterling, B. Factors related to the retention and recruitment of career federal civilian employees in VII Corps (Working paper 81-1). Mannheim, Germany: U.S. Army Research Institute Field Unit-USAREUR, October 1980.

Purpose of this research was to investigate factors related to the retention and recruitment of career federal employees. A survey was employed to study the relationship between various aspects of federal civilian life in VII Corps.

114. Stupak, R. J. Military professionals and civilian careerists in the Department of Defense. Air University Review, 1981, 32(5), 68-75.

Paper covers important issues concerning the tension between military officers and civilian careerists. Major areas of this tension are highlighted. Behavioral techniques are recommended to improve effectiveness.

115. Taylor, C. W., Githens, W. H., Blumenfeld, W., & Kaplan, I. A study of the work environment in a scientific laboratory (USNRDL-MR-2). San Francisco: United States Radiological Defense Laboratory, November 1965.

Study employed interviews, questionnaire responses, and group discussions to obtain information on how scientific laboratories should be organized to facilitate the work of scientists. Details are presented and recommendations are made.

116. Toedt, D. C., & Ratliff, F. R. System psychology applied to performance assessment of USAF civilian employees. In G. A. Berry (Chair), Psychology in the Department of Defense, Symposium presented at the Department of Behavioral Sciences and Leadership, United States Air Force Academy, Colorado Springs, April 1978.

Presentation deals with problems present in the Air Force civilian appraisal program causing it to lose its effectiveness. Outlines the details in the development of a research plan to provide a new system for evaluating these employees.

117. Walker, A. R. Inflationary effects on Navy procurement workload (NPRDC Tech. Note 80-4). San Diego: Navy Personnel Research and Development Center, December 1979.

Reports on a modeling technique for projecting support manpower requirements as a function of workload and operational force levels for mid- and long-range planning.

118. Wermuth, A. L. An armored convertible?: Shuffling soldiers and civilians in the military establishment. Carlisle Barracks, PA: Strategic Studies Institute, U.S. Army War College, October 1979. (AD-A078 209)

Attempts to analyze, describe, and demonstrate the points of tension that arise from the dynamics of civil-military relations. Cites the problems that stem from these points of tension and techniques to overcome them.

119. Whitehurst, C. H. Is there a future for naval shipyards? U.S. Naval Institute Proceedings, 1978, 104/4/902, 30-40.

The author poses the question of whether there is a need for naval shipyards or if private shipyards could handle the work more efficiently and at a lower cost. He calls for complete reliance on the private sector for the Navy's defense needs based on economic arguments. (Naval shipyard employees account for approximately 20 percent of the Navy's civilian workforce).

120. Withington, P., & Ramsdell, L. A. Federal wage system employees in DoD: Distributions and trends analyses of selected workforce characteristics, 1973-1979 (TR-508). Alexandria, VA: Presearch Incorporated, September 1981.

Report describes the composition of the DoD federal wage system work force (1973-1979), with emphasis on selected work force characteristics.

121. Woodward, K. An evaluation report of the basic and advanced equal employment opportunity counselor training programs. San Diego: Western Field Division, Naval Civilian Personnel Command, June 1979.

This research developed criteria for evaluating the equal employment opportunity (EEO) basic and advanced counselor training programs. Training needs are considered, as well as a recommendation for training improvements.

122. Woon, R. P. Supply workload implications of increased deployment to the Indian Ocean (NPRDC Tech. Rep. 82-1). San Diego: Navy Personnel Research and Development Center, October 1981. (AD-A106 994)

This report describes a model that forecasts supply workload given fleet configuration, operating schedules and maintenance man-days at shipyards, ship repair facilities, and intermediate maintenance activities. The model can be used to determine shore manpower necessary for efficient functioning.

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